



# ENGINEERING AND PROJECT MANAGEMENT: INVESTING IN THE FUTURE

## Background

The Mayor of London and Transport for London (TfL) are spending billions of pounds to upgrade London Underground, build Crossrail and extend the Dockland Light Railway and the London Overground network.

These massive infrastructure projects require experienced engineering and project management skills, the majority of which are already found within TfL. But the nature of these projects and their scale means that TfL may need short-term, specialist support to complement our own teams.

To help secure these skills in the most cost effective way, TfL has developed an engineering and project management framework agreement.

Finalised in late 2009, the Framework is open to use by all five organisations that make up the GLA family, plus Crossrail and London's 33 boroughs. It is estimated that work to the value of between £400-500 million will be let through the framework if all eligible organisations participated. The Framework will remain in place for the next four years, until late 2013. The scope and duration of the framework itself provides a significant opportunity to raise awareness of responsible procurement. The provisions within the framework ensure that good practices are enshrined in the major contracts being let. The framework will cover, but not be exclusive to, fields such as civil and structural engineering, environmental services, and transport planning and analysis.

## Key themes

In addition to providing a solution that will help buying organisations achieve best value, considerable effort was made to ensure that elements of good responsible procurement practice form an integral part of the framework agreement and its application. >>

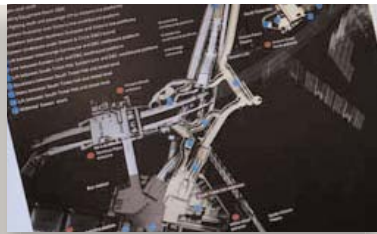


**Transport  
for London**

**MAYOR OF LONDON**



responsible  
procurement



Responsible procurement was considered early in the planning and development of the framework with measures promoting areas such as supplier diversity, strategic labour needs and training, and environmental sustainability. These themes formed an integral part of early bidder briefing.

To introduce the framework, TfL used 'CompeteFor', the free web-based service that enables businesses to compete for contract opportunities linked to the London 2012 Games and other major public and private sector buying. Using CompeteFor- which increases transparency and opportunities for collaboration between suppliers-facilitated bids from consortia. It marked the first time TfL had used CompeteFor in this way, an innovative approach to letting market participants know of a significant opportunity. It enabled companies, and especially small and medium-sized enterprises, to gain access to contracts they might otherwise miss. Indemnity requirements were also revised for small businesses to reduce the possibility of these being an obstacle to bidding. As part of the framework, any sub-contract opportunities with a value greater than £50,000 are also required to be advertised on a non-exclusive basis through CompeteFor.

The framework stipulates that suppliers should complete the Diversity Works for London (DWfL) online toolkit. This creates a mechanism for organisations appointed as framework consultants to develop action plans or carry out activities supporting equality and inclusion and supplier diversity. The inclusion of these requirements has led many companies to engage with DWfL for the first time.

Requirements relating to skills and training have also been included. Suppliers must demonstrate how they plan to train and develop their workforce, whilst also ensuring they offer training and employment opportunities to London communities, particularly in relation to disadvantaged groups. An LDA-funded supplier skills team is embedded within TfL to help suppliers gain access to funding and support their employment and skills requirements. The use of the contractual requirements supported by the embedded supplier skills team means an estimated 500 training and employment opportunities will be made available through TfL Framework suppliers. An example of this is a joint apprenticeship scheme being developed by a consortium of suppliers that will see almost 50 new apprenticeship positions developed over the lifetime of the Framework.

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“The Engineering and Project Management Framework clearly encourages SMEs to take part in the qualification process. It has helped us discuss our involvement with some of the larger organisations as they now see that having an SME as part of their team will be seen as a positive move. It was also very useful that you were able to take time out to explain in more detail the role of SMEs in this framework in the future. I thought this showed a level of commitment from TfL which I found particularly encouraging.”

**David Gibson**  
Chairman of the DGA Group



Organisations bidding for work were also required to outline how they would minimise the negative environmental impacts of travel when carrying out work awarded under the agreement. This might include, for example, preparing a sustainable travel plan that incorporates information provided in the invitation to tender. Support and guidance for tendering organisations was made available from the TfL Smarter Travel Unit, accessible via the TfL website. The aim is to agree plans within the contract management processes, proportional to the scope and quantity of work awarded.

### Outcomes

Following a competitive tendering process, 36 companies have been awarded a position on the Engineering and Project Management Framework.

According to Andrew Quincey, Director of Group Procurement at TfL: “Companies have been selected for a place on the Engineering & Project Management Framework through a rigorous tendering process that seeks to achieve ‘best value for money’ for these EPM services and the ability to deliver high quality projects on time and to budget. Framework suppliers have also had to show their commitment and plans to minimise environmental impact, promote training opportunities and diversity. These are important commitments and embedding them within the contract process and future work plans is giving these goals the seriousness and durability they deserve. We are very excited to be working with our suppliers to deliver these benefits in the future.”



For any additional information on this case study or other TfL related work in this area, please contact the responsible procurement team at [responsibleprocurement@tfl.gov.uk](mailto:responsibleprocurement@tfl.gov.uk)



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